



EMPLOYER HANDBOOK SERIES

HOW TO EFFECTIVELY ASSESS,
DEVELOP & TRAIN NEW TALENT

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About Us



We are East Africa's No. 1 Career Platform. Founded in 2006, BrighterMonday Kenya started as a recruitment and job search platform but has grown into an all-encompassing career platform offering online career advice, personalised HR solutions for both individuals and institutions as well as training services for jobseekers.

We have been nominated for several awards and bagged some notable ones, such as Best Online Jobs Portal for The 3rd Digital Tech Excellence Awards, Best Corporate Blog Category for BAKE Awards 2018 and 2019 as well as the Best Blog Category for the Digital Media Awards in 2021, 2019 and 2018.

In 2021, BrighterMonday was among the top 5 searched items on Google in Kenya (General Category) in the past 15 years.

Our vision is simple: to be Kenya's most user-centric and transparent career platform; where we connect the right candidates with the right opportunities. We consider ourselves PACE setters and thus our core values: Performance, Accountability, Continuous Learning, Excellence.

We don't only offer job information services, we are here to build careers.

BrighterMonday Kenya forms part of the investment portfolio of Ringier One Africa Media, one of Africa's largest digital publishers, allowing global brands to reach targeted audiences nationally, regionally, continentally and by each vertical in which they operate.



OUR NUMBERS

BrighterMonday is the #1 Jobs portal in Kenya with a long track record of happy handshakes.



44,320+
Registered
Employers



952,690+
Jobseeker
Profiles



100+
Applications
per Job



4,606,600+
Job
Applications



OUR SERVICES



Profile
Development
and Boosting



Learning and
Development
Offerings



Testing &
Candidate Profiling
Capabilities



Online Job Listing
and Candidate
Recruiting



Executive
Recruitment

Introduction



Assessment, development and training of new talent is very crucial, as it enables them to thrive in their career, while they are engaged in their roles and the organisation as a whole. Therefore, investing in your most important asset, the human resource, is a pivotal empowerment measure that enhances employee productivity, retention, as well as sustainable and long-term organisational growth.

The BrighterMonday Kenya Employer Handbook explores how to effectively assess, develop and train new talent, with focus on four particular areas: Assessing Candidates, Setting New Hire Up For Success Through Induction & Onboarding, Developing New Hires and Training New Hires. Furthermore, to better understand how these key areas are implemented in different organisations, we also surveyed **2,059** Kenyan employers and HR practitioners.

The majority of respondents said using assessments is very important to their talent acquisition strategy, while most of them develop their new hires on a quarterly basis, and mentoring & coaching is their most preferred method of development. Moreover, the majority of them train new hires monthly and workshops & job shadowing are the most preferred methods of training, while formal education in the form of online courses is surprisingly the least important method of training, despite the rise of digitisation and how it makes online learning unlimited.

Assessing, developing and training new talent effectively does not have to be a daunting task, therefore, the objective of this handbook is to assist employers and HR practitioners with best practices that can be used as a guide to put theory into practice and develop tailored approaches to ensure comprehensive implementation of these key strategic areas to improve employee growth, retention, productivity and overall long-term organisational success. HR practitioners should take the learnings to make better informed decisions and improve their strategy to get the best out of their new hires.





Methodology

The handbook was compiled based on information from external research, coupled with guidance from our in-house HR experts, as well as insights from the surveyed employers and HR practitioners from different companies in Kenya.

We conducted an online survey targeted at employers and HR practitioners which accumulated a total of **2,059** responses, to understand how they assess, induct, onboard, develop and train new hires. The survey was shared via email, social media and mobile platforms.

KEY TAKEAWAYS



Employers should prioritise finding the right talent based on merit through effective skills assessment methods to avoid bad hires and eliminate bias during hiring. However, before using assessments, they need to evaluate a need for assessments, set clear goals, define the ideal skills they want to test and research the most suitable assessment methods to meet their desired outcomes for assessing candidates.



Streamlining induction and onboarding is vital in setting new hires up for success, as their first three to six months are critical and help them envision their role at the new workplace and set clear expectations on performance, culture and conduct, which boosts confidence, increases engagement and retention, promotes job satisfaction and leads to swift productivity, and in turn saves employers time and money.



Employee development should be a continuous process. Employers should start with creating a detailed actionable employee development plan that involves assessing business goals, communicating with employees, reviewing organisational workforce, setting new hire development goals, implementing plans, review and monitor results, and go back to the drawing board, if need be. This boosts employee engagement, employee productivity, attracts the top talent the organisation needs to keep growing and promotes employee growth and empowers new hires to better deal with unexpected situations.



People are your most valuable resource, thus training new hires should be a fundamental ongoing long-term investment that is embedded into the company's culture; and needs to align with future workplace skills. A thorough training plan where employers decide business goals, speak to staff, create time-specific goals, determine employee commitment, assess employee potential, identify opportunities for new skills and measure results is crucial.



Avoid rigid strategies and rather be pragmatic by prioritising diversification through ongoing research, and staying up to date with relevant industry trends is key.



Seeking expert advice from industry thought leaders like BrighterMonday Kenya is of the utmost importance in elevating your new talent's overall professional progress by maximising product solutions such as assessment tools etc.



KEY PARAMETERS OF RESPONDENTS

Key Parameters Of Respondents



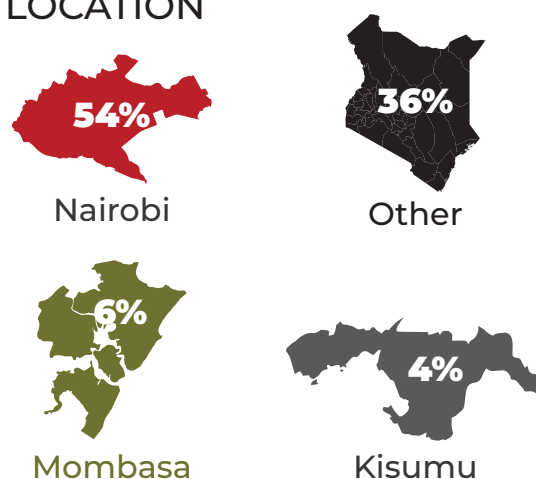
RESPONDENTS' ROLES



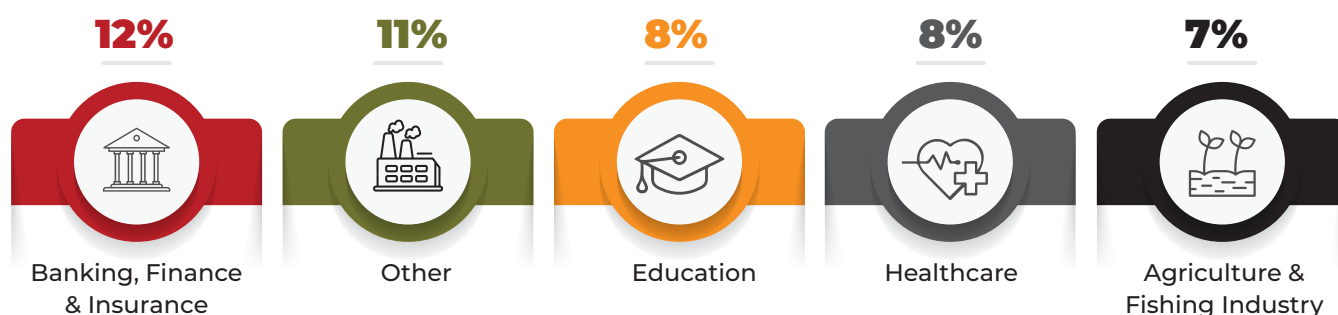
COMPANY SIZE



LOCATION



TOP 5 INDUSTRIES RESPONDENTS WORK IN





CHAPTER 1

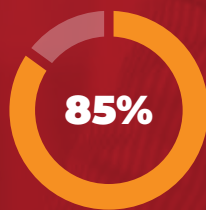
ASSESSING CANDIDATES

Assessing candidates is a process that employers undertake to examine whether candidates are suitable for the role they applied for, hence employers should not only strive to create an engaging human experience during talent acquisition, but also prioritise finding the right talent based on merit through effective skills assessment methods to avoid bad hires and eliminate bias during hiring.

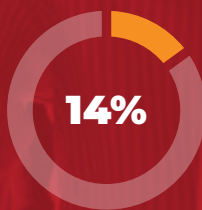
Using assessments allows employers to filter through the most suitable candidates by testing their competence and proficiency in skills required for the role, which saves time and costs, however, before using assessments, employers need to evaluate a need for assessments, set clear goals, define the ideal skills they want to test and research the most suitable assessment methods to meet their desired outcomes for assessing candidates to reduce risks of bad hires.

This chapter explores different types of assessment methods, particularly skills tests, job simulations, case studies and structured interviews, as well as findings from the surveyed respondents who participated in the study, and this is how important talent assessments are to their talent strategy:

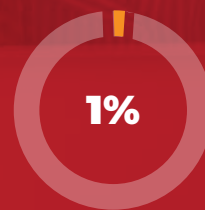
How important are Talent Assessments to your talent acquisition strategy?



Said Very
Important



Said Fairly
Important

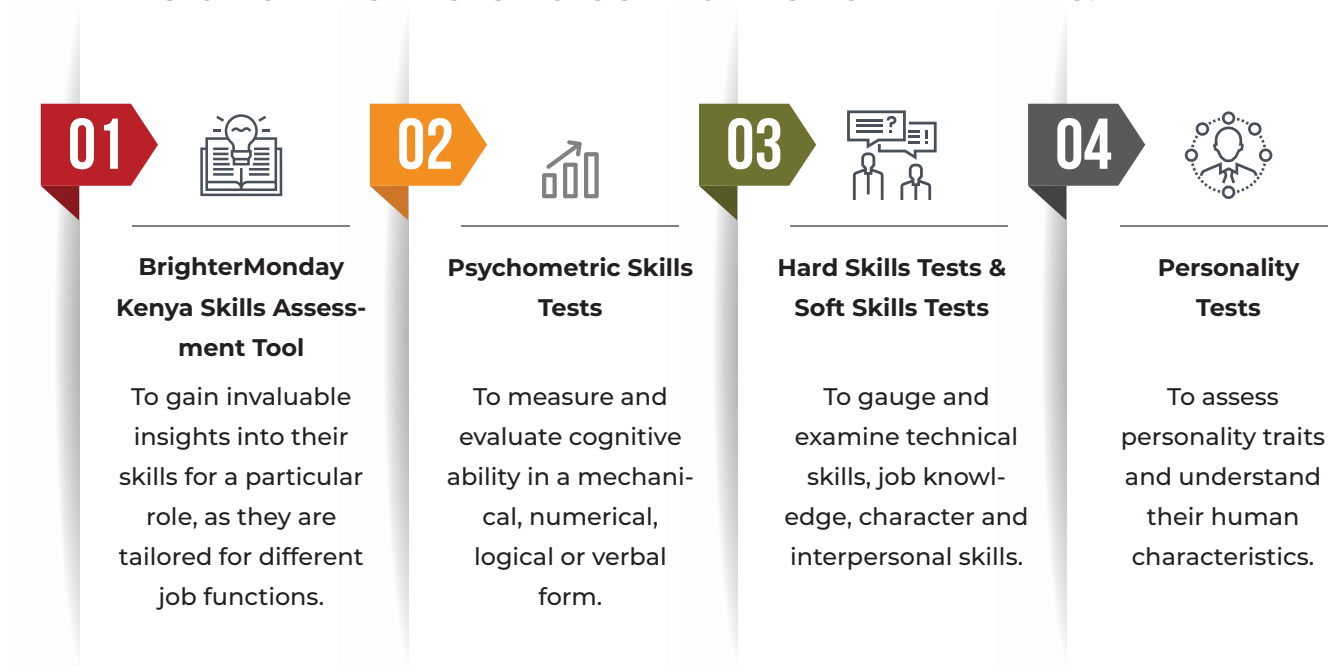


Said Not
Important

1.1 Skills Tests

Skills tests are used to measure and evaluate candidates' skills required for job performance and they help employers make informed data-powered decisions, as they test technical and soft skills required to perform a particular job through different types of skills tests.

TYPES OF SKILLS TESTS TO USE TO TEST CANDIDATES:



Our Findings



Of respondents use Skills Tests the most and think they are the most effective when hiring, and they are also the overall most voted assessment method.

Research Says



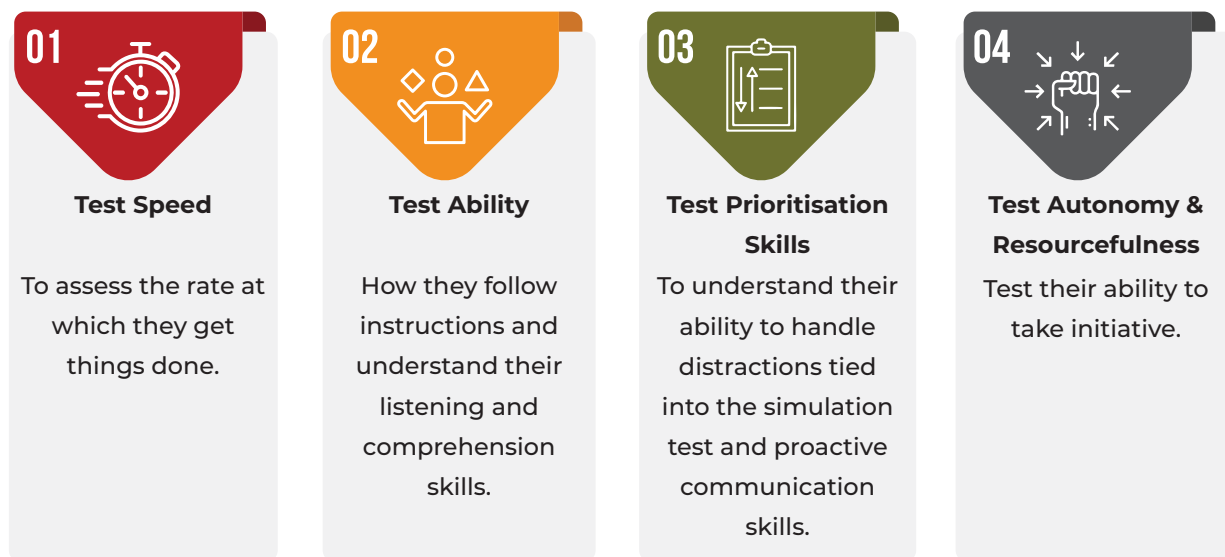
According to the **Harvard Business Review**, a skill test forces employers to critique the quality of a candidate's work versus unconsciously judging them based on appearance, gender, age, and even personality.

Reference: "7 Practical Ways To Reduce Bias In Your Hiring Process," *Harvard Business Review*, 2017.

1.2 Job Simulations

Job simulations are used as an in-depth measure to evaluate skills candidates will need to perform daily tasks for the role they applied for and understand how they will perform before you hire them, and how they cope under pressure. Their highly realistic and accurate engaging nature enables employers to make transparent and fair hiring decisions and allows new hires to get a realistic preview of their role.

HOW TO TEST CANDIDATES USING JOB SIMULATIONS:



Our Findings



Of respondents use Job Simulations the most and think they are the most effective assessment method when hiring.

Research Says



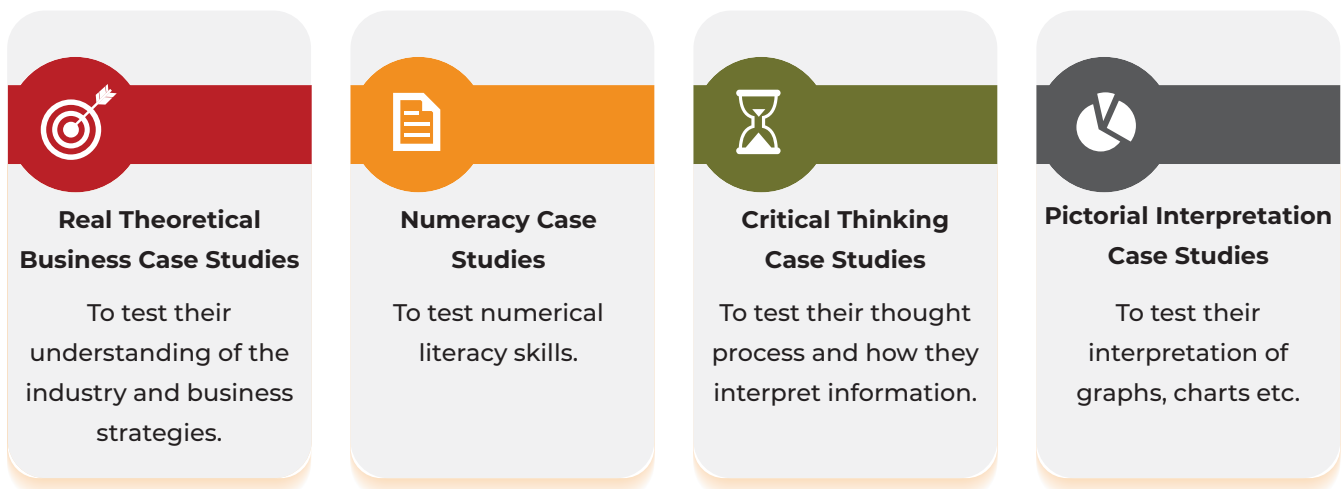
According to **Vervoe**, Job simulations add a new dimension to a candidate's job application. In addition to understanding more about a candidate's background, hiring teams can validate whether a candidate is prepared to take on the role's responsibilities.

Reference: "How Using Job Simulations Can Seriously Improve Your Hiring," Vervoe, 2021.

1.3 Case Studies (Depending On Role)

Case studies are a competency modelling method used to depict real-life situations in which problems need to be solved and can be used depending on the role to put theory into practice. They help employers to examine a new hire's capabilities in areas such as critical thinking, analytical reasoning, logic, problem-solving and communication skills, as they require candidates to understand, evaluate and analyse written information and apply it to real job situations through a scenario-based approach.

TYPES OF CASE STUDIES TO USE TO ASSESS CANDIDATES:



Our Findings



Of respondents use Case Studies the most and think they are the most effective assessment method when hiring.

Research Says



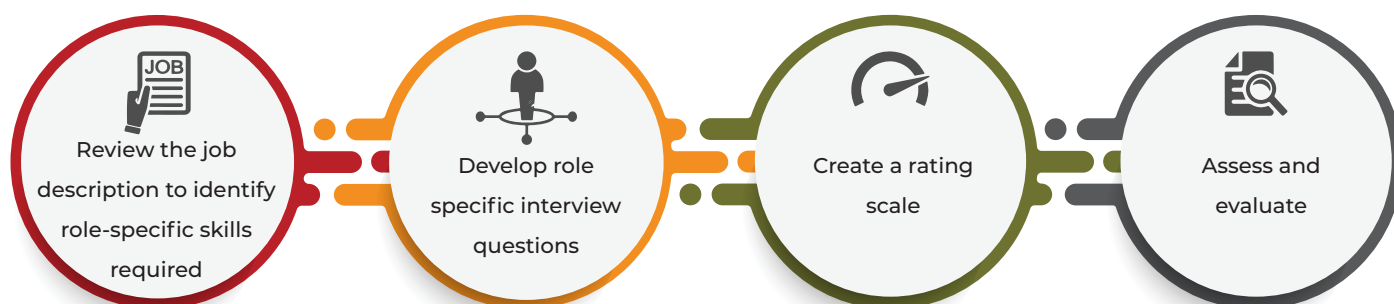
According to **Elite Human Capital**, case studies have been developed to provide additional data points to make a more informed hiring decision, and using them as a competency modelling method has been shown to increase success in hiring decisions, with the most significant improvement stemming from a better culture fit.

Reference: *Case Studies in the Recruitment Process – An Assessment Method for Gathering Data on a Candidate,* Elite Human Capital, 2020.

1.4 Structured Interviews

Structured interviews are a systematic approach to interviewing where interviewers ask set standardised questions that usually have pre-set answers from which the interviewee selects as opposed to open-ended questions, and are evaluated using a scoring system. For example, quantitative questions in multiple choice format with a standardised sequence of questioning.

TIPS FOR STRUCTURED INTERVIEWS:



Our Findings

24%

Of respondents use Structured Interviews the most and think they are the most effective assessment method when hiring.

Research Says



According to **CQ Net**, in order to attract and retain talented staff, it is important for organisations to develop structured interviews that focus on the key competencies required for a position. Organisations can assess important predictors of job performance such as general cognitive ability through structuring questions that focus on key competencies.

Reference: *Structured Interviews As a Selection Method To Predict Job Performance," CQ Net, 2019.*

CHAPTER 2

SETTING NEW HIRES UP FOR SUCCESS

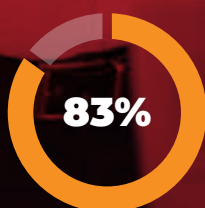
THROUGH INDUCTION & ONBOARDING

Induction is the orientation process of welcoming new hires to the team by providing them with information they need to become productive, which includes explaining the technical, regulatory and operational aspects of their role. Induction provides the basic tools of the job, while onboarding entails providing the fuel for long-term success by facilitating the effective entry of a new hire into the team through technical onboarding. Both induction and onboarding help new hires to successfully integrate into the new company and their new role, thus developing an induction and onboarding plan is of the essence.

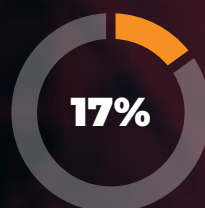
Streamlining induction and onboarding is vital in setting new hires up for success, because their first three to six months are critical, they offer a glimpse into what their new company is about and first impressions matter; as they help them envision their role at the new workplace and set clear expectations on performance, culture and conduct. When done strategically, effective induction and onboarding boosts confidence among new hires, increases engagement and retention, promotes job satisfaction and leads to swift productivity, which in turn saves employers time and money.

This chapter offers an induction and onboarding checklist in the form of factors such as: administrative essentials, discuss company mission, goals & values, address work culture, introduction to staff & meeting department heads, outline roles & responsibilities, personalise the experience and onboarding mentor & peer buddy to form an emotional connection and sounding board for any questions, as well as findings from the surveyed respondents who participated in the study, and this is how important induction and onboarding are to their talent strategy:

How important is Induction & Onboarding to your talent acquisition strategy?



Said Very Important



Said Fairly Important

2.1 Administrative Essentials

A comprehensive hands-on approach to administrative essentials for new hires is imperative as they ensure both parties are aligned and legitimise your established commitment and agreed terms for both employers and new hires. Administrative essentials can also be conveniently made accessible digitally.

ADMINISTRATIVE ESSENTIALS TO ENSURE:



Our Findings



Of respondents use Administrative Essentials the most to conduct an induction process to set new hires up for success, and is also the overall second most used induction method.

Research Says



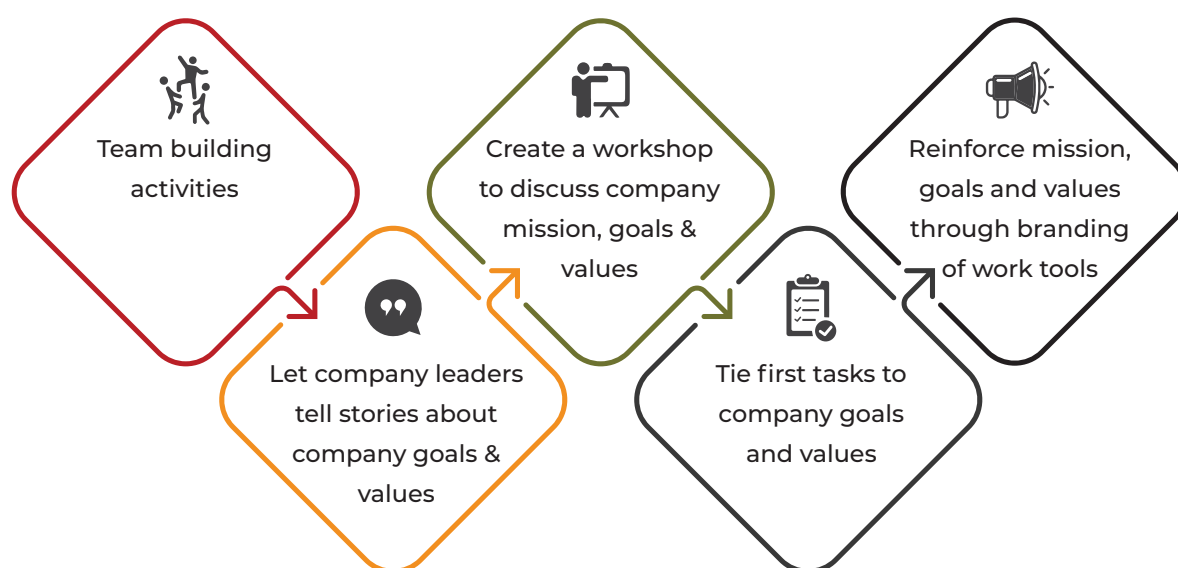
GMS says regardless of their purpose, it is important to make sure new hires address essential administrative documents shortly after they join your company.

Reference: "New Employee Forms: Essential Onboarding Documents For Small Businesses," **GMS**, 2021.

2.2 Discuss Company Mission, Goals & Values

Providing new hires with information regarding the purpose, direction and values of the organisation is vital, as it enables them to put their role into perspective, and gives them a sense of belonging in the organisation as a whole, which encourages positive contribution to the overall company goals, as they are aware of where their productivity will be focused and how to uphold them.

HOW TO DISCUSS COMPANY MISSION, GOALS & VALUES WITH NEW HIRES:



Our Findings

34%

Of respondents **Discuss Company Mission, Goals & Values** the most to conduct an induction process to set new hires up for success, and is also the overall most used induction method.

Research Says



According to the **Forbes Human Resources Council**, core values form one of the most vital parts of a company's culture. However, telling a new employee what those are is often insufficient – the company needs to demonstrate these values in its workplace interactions.

Reference: "10 Best Ways To Communicate Core Values To New Employees," *Forbes Human Resources Council*, 2020.

2.3 Address Work Culture

New hires need to feel comfortable in their new work environment in order to be productive as soon as possible, thus understanding the company's work culture ensures they are settled.

HOW TO ADDRESS WORK CULTURE:



Our Findings



Of respondents Address Work Culture the most to conduct an induction process to set new hires up for success.

Research Says



According to **Terra Staffing Group**, it can take months for new employees to get used to their jobs. A strong onboarding process and company culture improves the transition period.

Reference: "New Employee Orientation Best Practices (With Examples)," Terra Staffing Group, 2020.

2.4 Introduction To Staff

New hires need to familiarise themselves with their colleagues and introducing them to the staff, as well as meeting department heads plays a key role in establishing who does what and who to speak to should they need support.

HOW TO INTRODUCE NEW HIRES TO STAFF & DEPARTMENT HEADS:

Be Creative



Spotlight new hires in your communication by using engaging ways such as fun facts about them.

Use Online Introductions



Via email, Slack or face-to-face interactions if you're back to the office while maintaining social distancing etc.

Set Up Meet & Greet Meetings



For more one-on-one introductions with department heads.

Our Findings

22%

Of respondents use Introduction to Staff & Meeting Department Heads the most to conduct an induction process to set new hires up for success.

Research Says



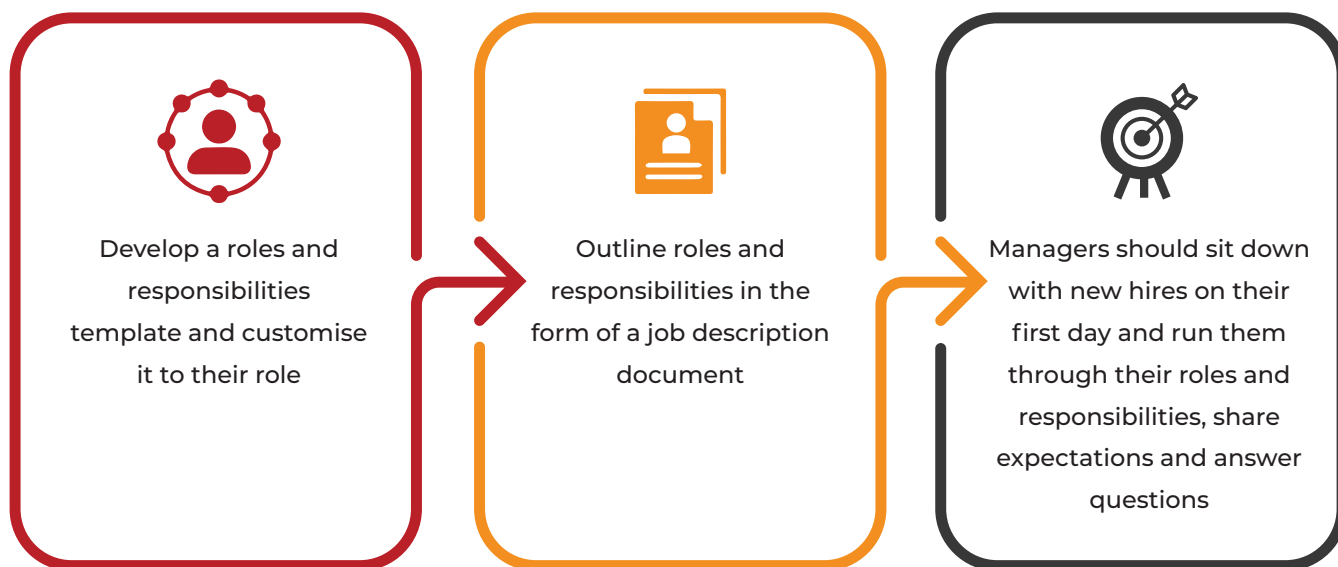
According to **Business News Daily**, it is often helpful to give a tour that introduces your new hire to people at all levels of the organisation. Doing so helps the employee understand how their role fits into the larger picture from day one.

Reference: "How to Welcome a New Employee," *Business News Daily*, 2020.

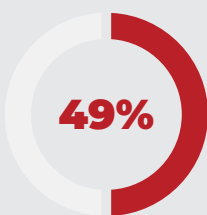
2.5 Outline Roles & Responsibilities

Creating a clear outline of roles and responsibilities from the start is essential for new hires' productivity and ensures that they are aware of their responsibilities and how to fulfill their role correctly, and can be used to address any new job concerns they may have.

HOW TO OUTLINE ROLES & RESPONSIBILITIES:



Our Findings



Of respondents said **Outlining Roles & Responsibilities** is the best way to conduct onboarding to set new hires up for success, and is also the overall most used onboarding method.

Research Says



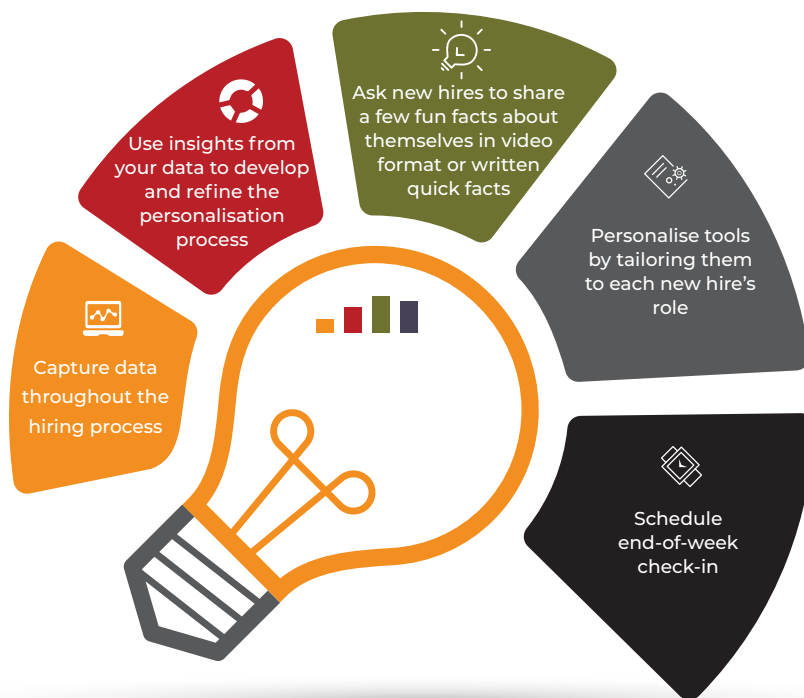
The **Society For Human Resource Management (SHRM)** says, overall, measures of role clarity are among the most consistent predictors of job satisfaction and organisational commitment.

Reference: "Onboarding New Employees: Maximizing Success," Society For Human Resource Management.

2.6 Personalise The Experience

Despite onboarding being a consistent standard process, it is vital to avoid generic traditional approaches by tweaking and personalising the experience for each new hire, as this keeps them engaged, which makes it pain free, enjoyable and seamless.

HOW TO PERSONALISE THE EXPERIENCE FOR NEW HIRES:



Our Findings



Of respondents said **Personalising The Experience is the best way to conduct onboarding to set new hires up for success.**

Research Says



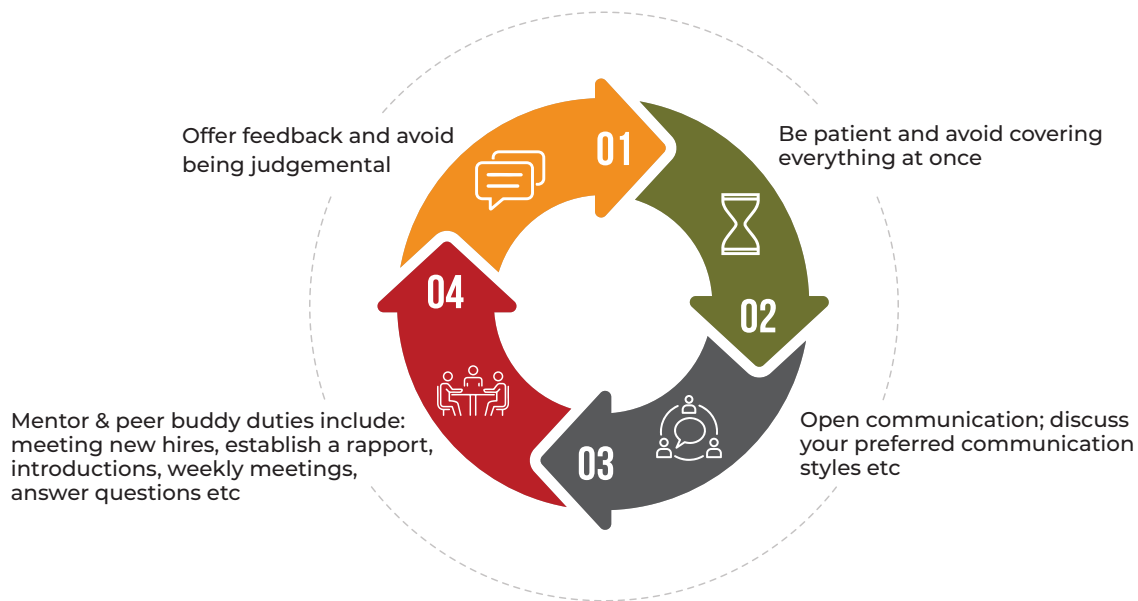
According to **HROnboard**, personalised journeys allow you to provide information uniquely applicable to your new hire.

Reference: "Personalising the Employee Onboarding Experience," HROnboard, 2021.

2.7 Onboarding Mentor & Peer Buddy

A peer buddy system is an onboarding knowledge sharing method used to orient new hires into the company. Assigning an onboarding mentor and peer buddy to form an emotional connection and sounding board for any questions new hires may have through periodic check-ins is key, as it makes them feel part of the team and supported, which allows them to settle in their new job easily and faster.

ONBOARDING MENTOR & PEER BUDDY TIPS:



Our Findings



Of respondents said an Onboarding Mentor & Peer Buddy is the best way to conduct onboarding to set new hires up for success, and is also the overall second most used onboarding method.

Research Says



According to the **Project Management Institute**, providing a workplace buddy ensures that your new employee has someone to talk to, which is important in the first nerve-racking weeks of a new job. A formal buddy system can also become an unstructured knowledge share.

Reference: "Implementing a Buddy System in The Workplace," Project Management Institute, 2014.



CHAPTER 3

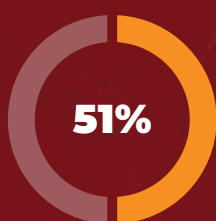
DEVELOPING NEW HIRES

Developing new hires is a key long-term strategic tool that is designed to improve new hires' competencies and skills, as well as developing new ones to support organisational goals. However, employee development is not a once-off concept, but rather a continuous process.

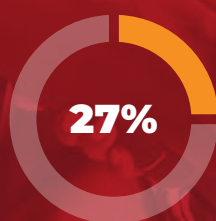
Before embarking on a new hire development journey, employers should start with creating a comprehensive actionable employee development plan that involves assessing business goals, communicating with employees, reviewing organisational workforce, setting new hire development goals, implementing plans, review and monitor results and go back to the drawing board, if need be, because effective development boosts employee engagement, employee productivity and attracts the top talent the organisation needs to keep growing. In addition, it promotes employee growth and empowers new hires to better deal with unexpected situations.

This chapter delves into development methods in the form of mentoring & coaching, networking introductions, career planning and feedback that employers can use to ensure effective development of their new hires, as well as findings from the surveyed respondents who participated in the study, and this is how often they offer development opportunities to new hires:

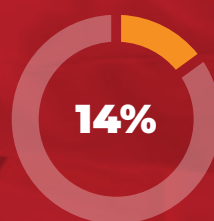
How often do you offer Development opportunities to new hires?



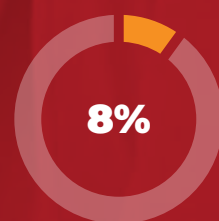
Said Quarterly



Said Monthly



Said They Don't
Offer Development
Opportunities



Said Bi-Monthly

3.1 Mentoring & Coaching

Mentoring & Coaching is a critical development factor that enables new hires to solve problems in a new way while enhancing their skills and confidence, and through it, your most valued new hires can realise their full potential and achieve impeccable milestones for your organisation.

MENTORING & COACHING TIPS:

Build An Authentic Connection

Create a human connection and humanise the experience.



Recognise Their Strengths

Build on their strengths, pay attention to their strong areas and leverage on them.



Earn Their Trust

Create an atmosphere that encourages them to share their goals and aspirations openly.



Our Findings



Of respondents said Mentoring & Coaching is the most important method when it comes to developing new hires, and is also the overall most preferred development method.

Research Says



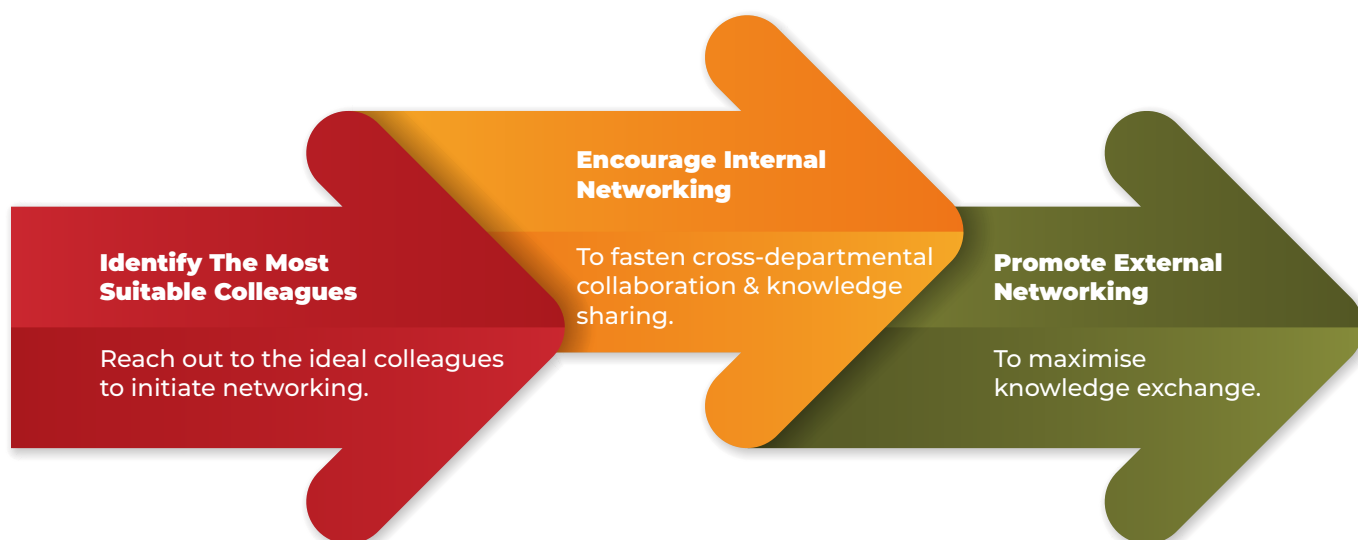
According to a case study by the **International Coach Federation**, professional coaching explicitly targets maximising potential which leads to increased productivity in the form of; improved work performance, improved business management, improved time management and improved team effectiveness.

Reference: "Need Coaching? The Benefits Coaching Can Have On Your Organization," International Coach Federation.

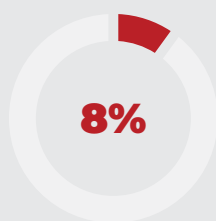
3.2 Networking Introductions

Networking is a fundamental avenue for new insightful perspectives to support new hires in their role. Networking introductions for new hires as a development measure is essential in forming connections with colleagues that can help in guiding and nurturing their career paths. Hence, growing and leveraging their internal networks creates great opportunities to gain insights into new industry trends and advance their careers.

HOW TO FACILITATE NETWORKING INTRODUCTIONS:



Our Findings



Of respondents said **Networking Introductions** is the most important method when it comes to developing new hires.

Research Says



According to **Meratas**, exchanging information, advice, and support on challenges, experiences, and goals is a key benefit of networking because it allows you to gain new insights that you may not have otherwise thought of. Discussing common challenges and opportunities opens the door to valuable suggestions and guidance.

Reference: "The Importance of Networking & 5 Networking Tips," Meratas, 2021.

3.3 Career Planning

Career planning is a continuous self-evaluation process done to achieve a desired career path that is aligned with new hires' career goals, aspirations and skills. It is one of the key components that can be used to attract, retain and grow talent, and can be a great way for employers to engage new hires and get them more motivated about staying and contributing to the organisation.

HOW TO CONDUCT CAREER PLANNING:



Our Findings



Of respondents said Career Planning is the most important method when it comes to developing new hires.

Research Says



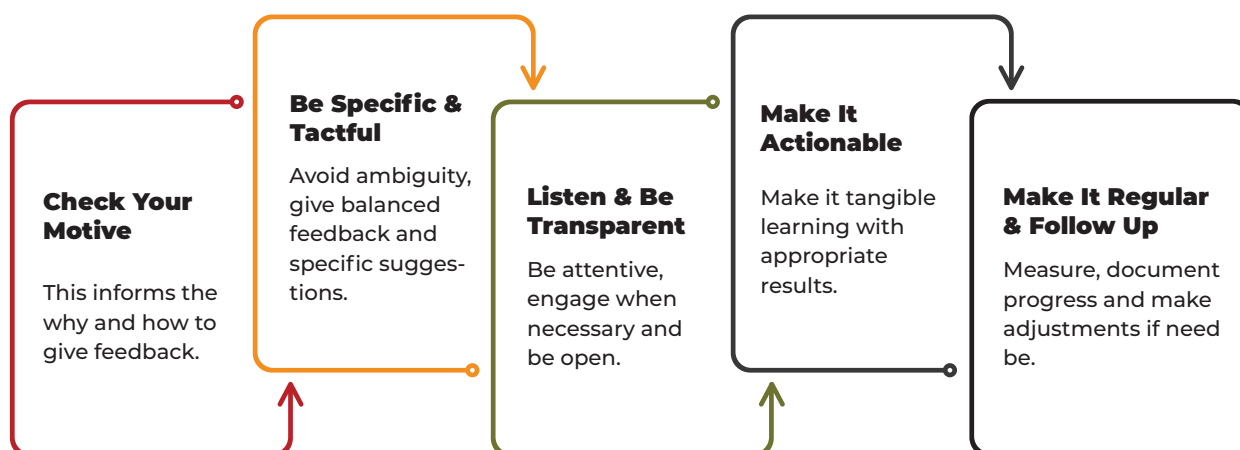
According to **Aliza Antoniu**, career planning must link individual needs and aspirations with organisational needs and opportunities, evaluating, advising and informing its staff on career planning, individual development efforts with training and development programs.

Reference: "Career Planning Process and its Role in Human Resource Development," Antoniu. A, *Annals of the University of Petroșani, Economics*, 10(2), 2010, 13-22 13.

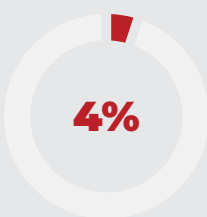
3.4 Feedback

Feedback for development is fundamental, and when done right, it improves employee performance, however, giving feedback is a skill that requires transparency, listening and openness. Feedback goes beyond performance reviews; it should be an ongoing process, thus checking-in regularly is key.

HOW TO GIVE FEEDBACK EFFECTIVELY:



Our Findings



Of respondents said Feedback is the most important method when it comes to developing new hires, and is also the overall least preferred development method.

Research Says



According to **Penn Medicine Academy**, developmental feedback differs from performance feedback, which focuses on continuing to improve skills and competencies that impact performance. It also differs from real time feedback which is immediate and takes place right away or shortly after an observation.

Reference: "Giving Feedback For Development," Penn Medicine Academy.

CHAPTER 4

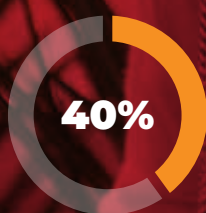
TRAINING NEW HIRES

Training is an organised process that involves teaching and learning activities with a purpose to empower employees of an organisation to acquire knowledge and skills and apply it in their job, which in turn propels both employees and the organisation to greater heights. People are your most valuable resource, therefore, training new hires should be a fundamental ongoing long-term investment that ought to be embedded into the company's culture; and needs to align with future workplace skills.

A thorough training plan where employers decide business goals, speak to staff, create time-specific goals, determine employee commitment, assess employee potential, identify opportunities for new skills and measure results is required, as training allows new hires to broaden their knowledge span and improve job performance, which leads to skilled and engaged employees, resulting in high job satisfaction, commitment, and hence retention.

This chapter looks at training methods in the form of professional training, formal education (online courses), workshops & job shadowing and emphasising soft skills training that employers can use to ensure effective training of their new hires, as well as findings from the surveyed respondents who participated in the study, and this is how often they offer training opportunities to new hires:

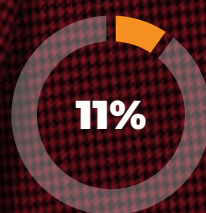
How often do you offer Training opportunities to new hires?



Said Monthly



Said Quarterly



Said Bi-Monthly

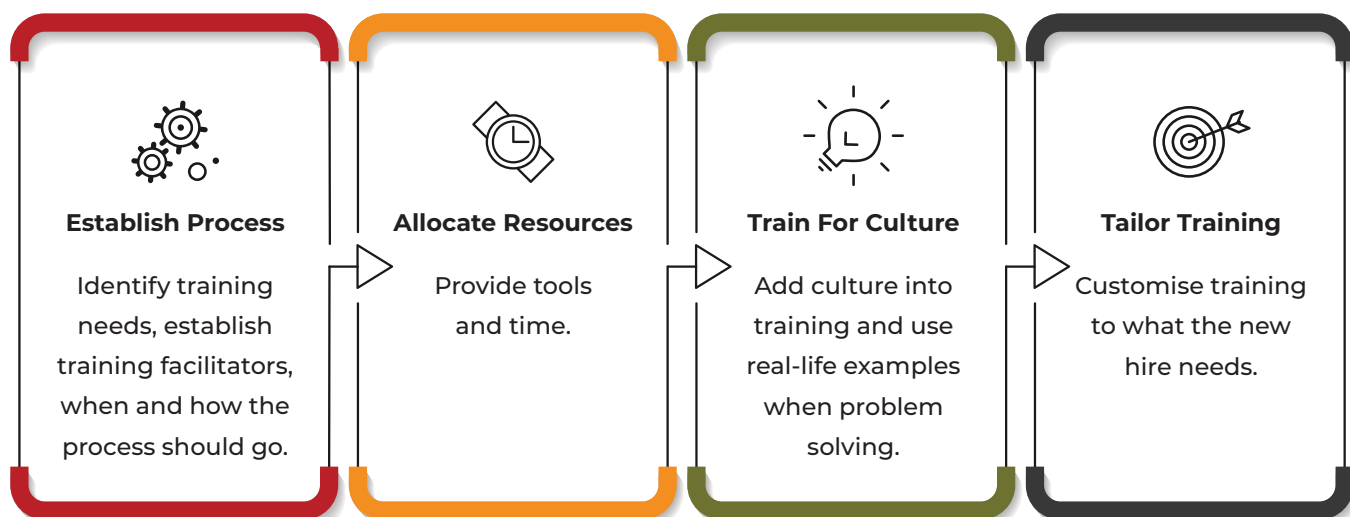


Said They Don't Offer Training Opportunities

4.1 Professional Training

Providing professional training to new hires is essential, as it helps in polishing their skills or areas where they may be lacking. For example, providing specific skills such as data analysis skills, marketing skills, digital skills training etc.

PROFESSIONAL TRAINING TIPS:



Our Findings



Of respondents said Professional Training is their most preferred way to train new hires, and is also the overall second most preferred training method.

Research Says



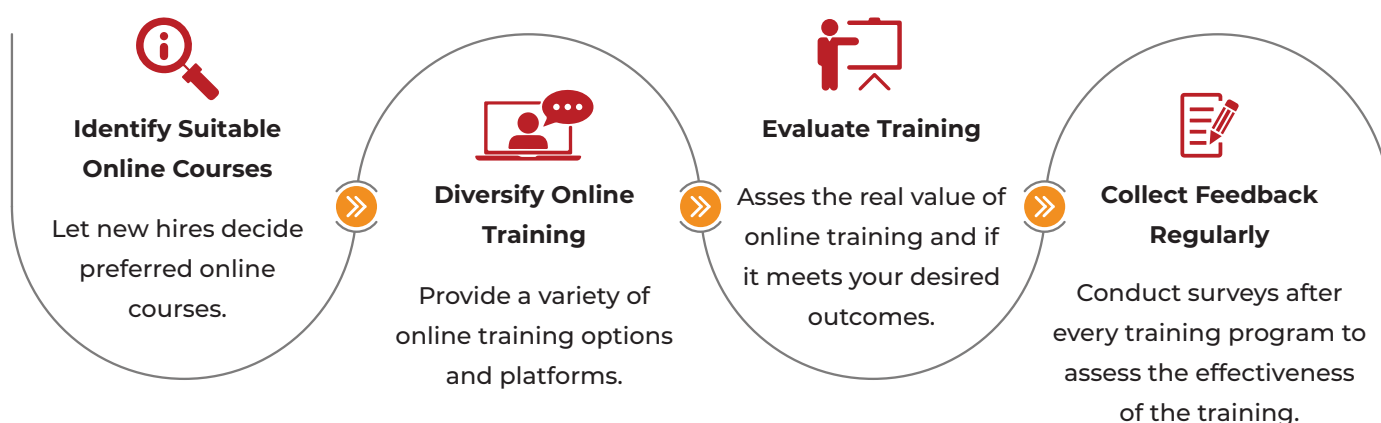
Research by **BetterTeam** found that 46 percent of employees say their company's training courses make them more likely to stay.

Reference: "Training New Employees," Betterteam.

4.2 Formal Education (Online Courses)

Formal education is done in a more structured systematic way with an instructor from a particular learning platform to meet a definitive goal, and has been made easier with digitisation taking shape and the acceleration of remote work structures; learning can be conducted online; which makes it accessible and easier to learn new skills unlimitedly via platforms like Coursera.

HOW TO ENSURE EFFECTIVE FORMAL EDUCATION:



Our Findings



Of respondents said **Formal Education (Online Courses)** is their most preferred way to train new hires, and is surprisingly the least preferred training method.

Research Says



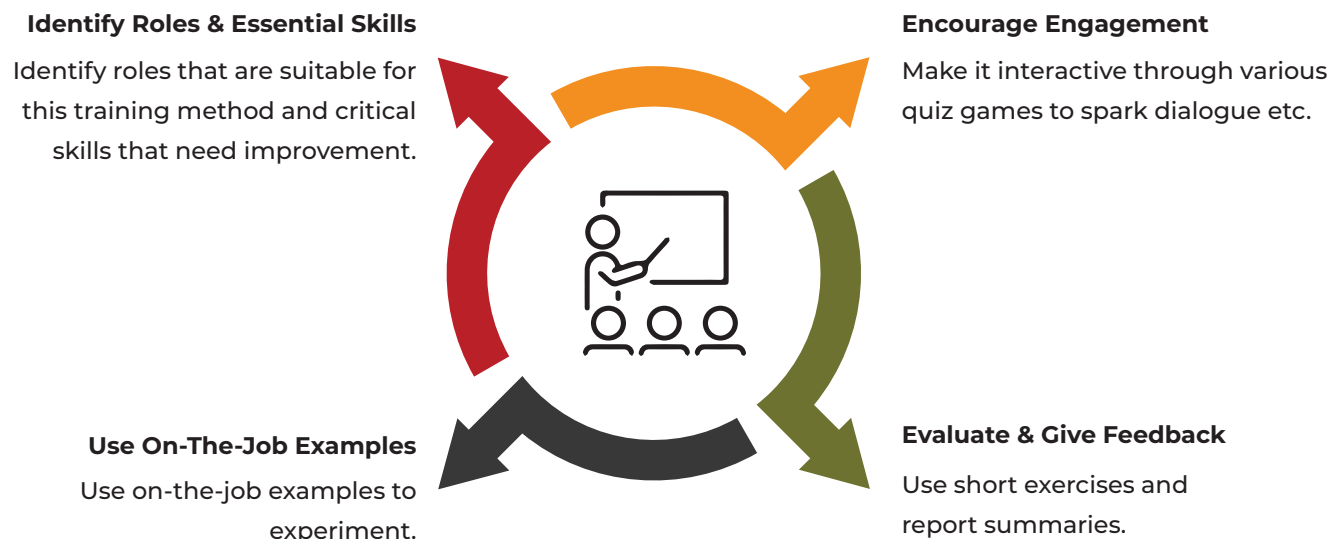
According to **EdgePoint Learning**, with an increasingly global workforce, one of the greatest benefits of eLearning is that it can be built to encourage online collaboration across the world. Some of the best eLearning solutions allow employees from different departments and countries to contribute to larger company discussions, right in the training module itself.

Reference: "12 Of The Biggest Benefits Of eLearning For Employees," *EdgePoint Learning*.

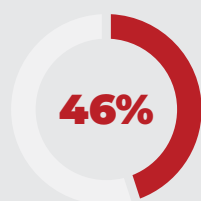
4.3 Workshops & Job Shadowing

This training method is essential for on-the-job learning and empowers new hires to gain practical knowledge and hands-on experience of their new job from other people's perspectives through observation, which provides invaluable exposure.

HOW TO CONDUCT WORKSHOPS & JOB SHADOWING:



Our Findings



Of respondents said Workshops & Job Shadowing are their most preferred ways to train new hires, and are also the overall most preferred training methods.

Research Says



According to the **Association for Talent Development**, as opposed to sending an employee away from work to a training session, on-the-job training allows employees to learn while in the flow of work.

Reference: "What Is Employee Training and Development?," Association For Talent Development.

4.4 Emphasise Soft Skills Training

When applying for a job, it is common to highlight technical skills, but soft skills such as communication, emotional intelligence, critical thinking, empathy and problem-solving etc, are equally vital for producing well-rounded new hires, who adapt to change and excel in the workplace.

HOW TO EMPHASISE SOFT SKILLS TRAINING:



Our Findings



Of respondents said Emphasising Soft Skills is their most preferred way to train new hires.

Research Says



As per **LinkedIn's Global Talent Trends 2019 report**, 92% of talent professionals reported that soft skills are equally or more important to hire for than hard skills. And 89% said that when a new hire doesn't work out, it's because they lack critical soft skills.

Reference: "Candidates' Soft Skills are Notoriously Hard to Assess, But Following These 6 Steps Will Help,"
LinkedIn, 2019.

Conclusion

It should be noted that assessment, development and training of new talent are critical for sustainable long-term organisational success, hence employers and HR practitioners should avoid rigid strategies and rather be pragmatic by prioritising diversification through ongoing research and staying up to date with relevant industry trends is key.

In addition, employers and HR practitioners should focus on implementing relevant tailored strategies through comprehensive skills assessments, induction and onboarding and value-adding development and training strategies in order to get the best out of your new hires by creating thorough effective strategies that align with business needs and seek to address areas such as: assessing candidates, setting new hires up for success through induction and onboarding, developing and training new hires.

Last but not least, while the insights shared in this handbook are a guideline for building effective new talent assessment, induction, onboarding, development and training, seeking expert advice from industry thought leaders like BrighterMonday Kenya is of the utmost importance in elevating your new talent's overall professional progress by maximising product solutions such as assessment tools etc.





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